RSAC | 2025 Conference

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SESSION ID: INE-T10

There's Always a Better Solution – Why Dynamic Companies Always Succeed

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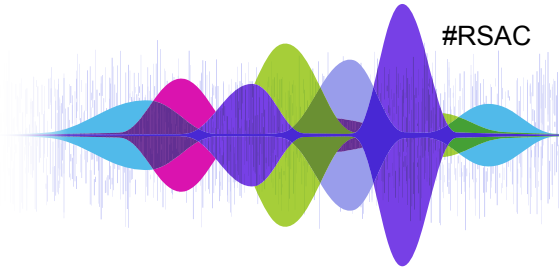

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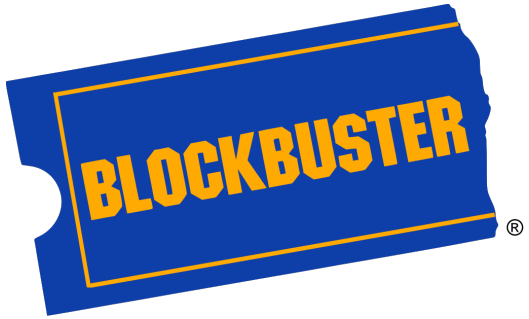
A Journey of Innovation

- Served in the Israeli military's elite Mamram cyber unit as a team leader
- Founded Spot.io, the world's leading cloud optimization organization, which was sold to NetAPP for $450M in 2020
- Founded Upwind in 2022 and raised $180M in under 2 years with backing from leading cybersecurity investors including Greylock, Cyberstarts & Craft Ventures

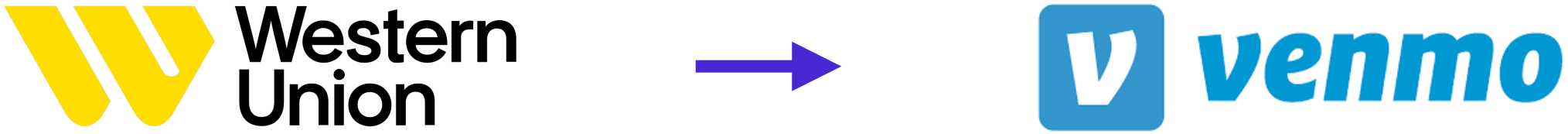
Legacy vs Dynamic Companies



Legacy vs Dynamic Companies

Uber

Legacy vs Dynamic Companies



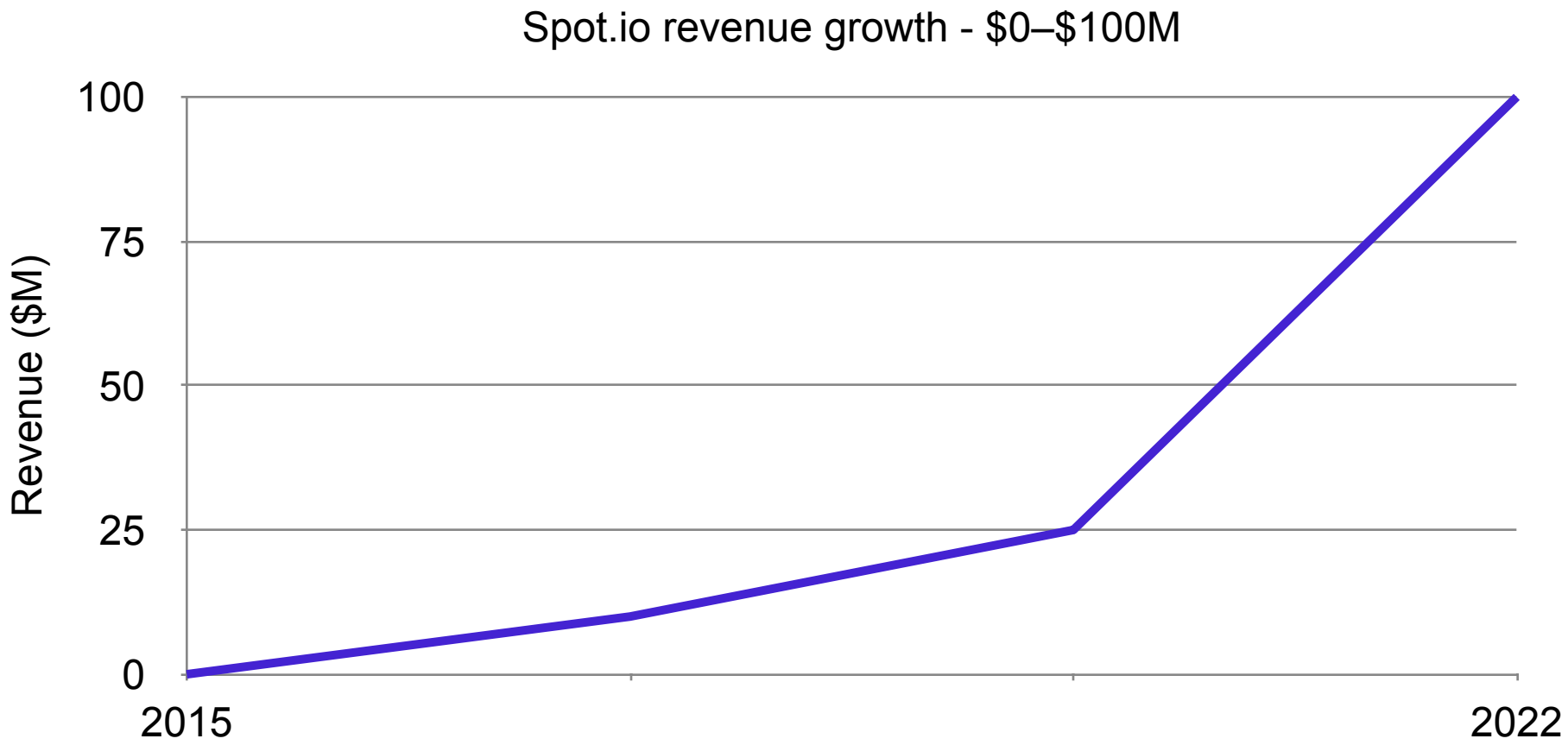
What Do Dynamic Companies Do?

- **Move Fast:** Remain flexible & ready to pivot rapidly

- **Be Customer Driven:** Actively collect customer feedback & understand customer pain points

- **Fail Fast:** Take bold risks & challenge conventional norms

The Most Challenging Thing About Building Hyper Growth Companies - spot.io



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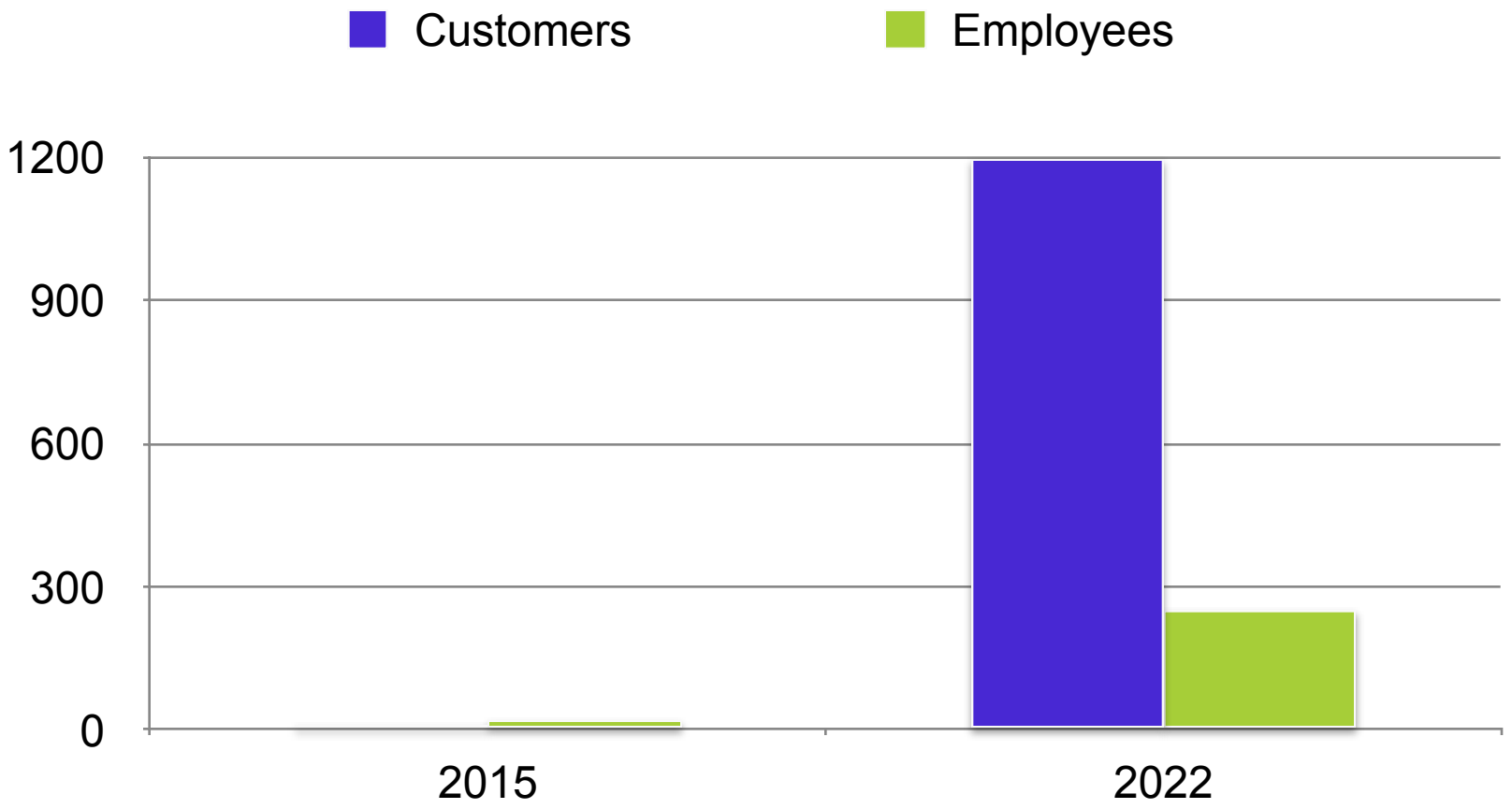
The Most Challenging Thing About Building Hyper Growth Companies - spot.io



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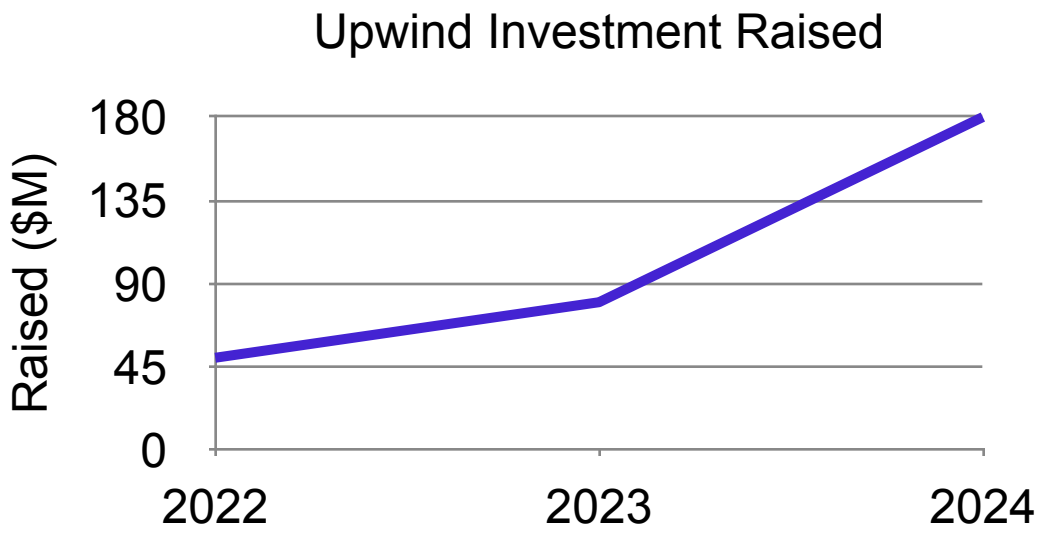
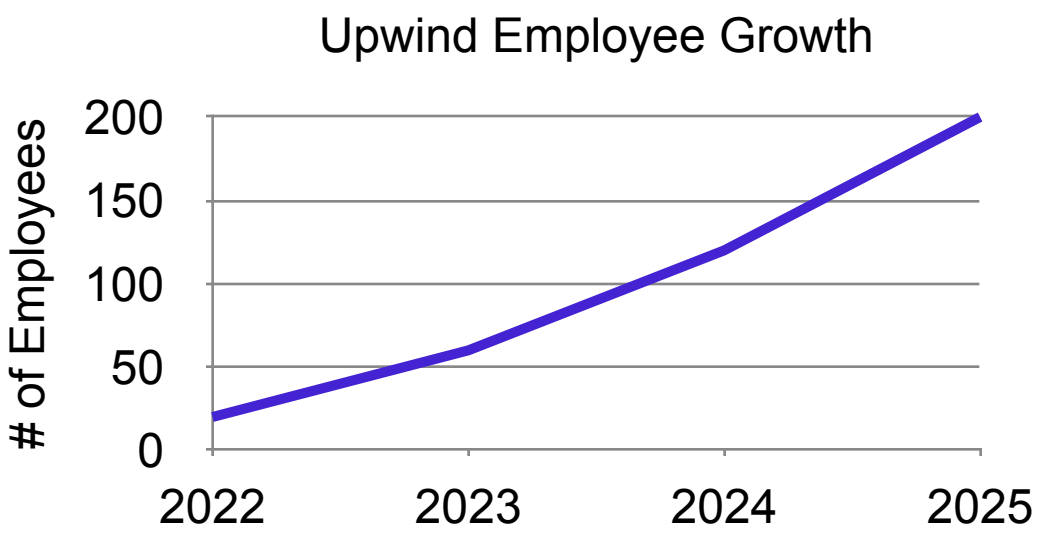
The Most Challenging Thing About Building Hyper Growth Companies - Upwind





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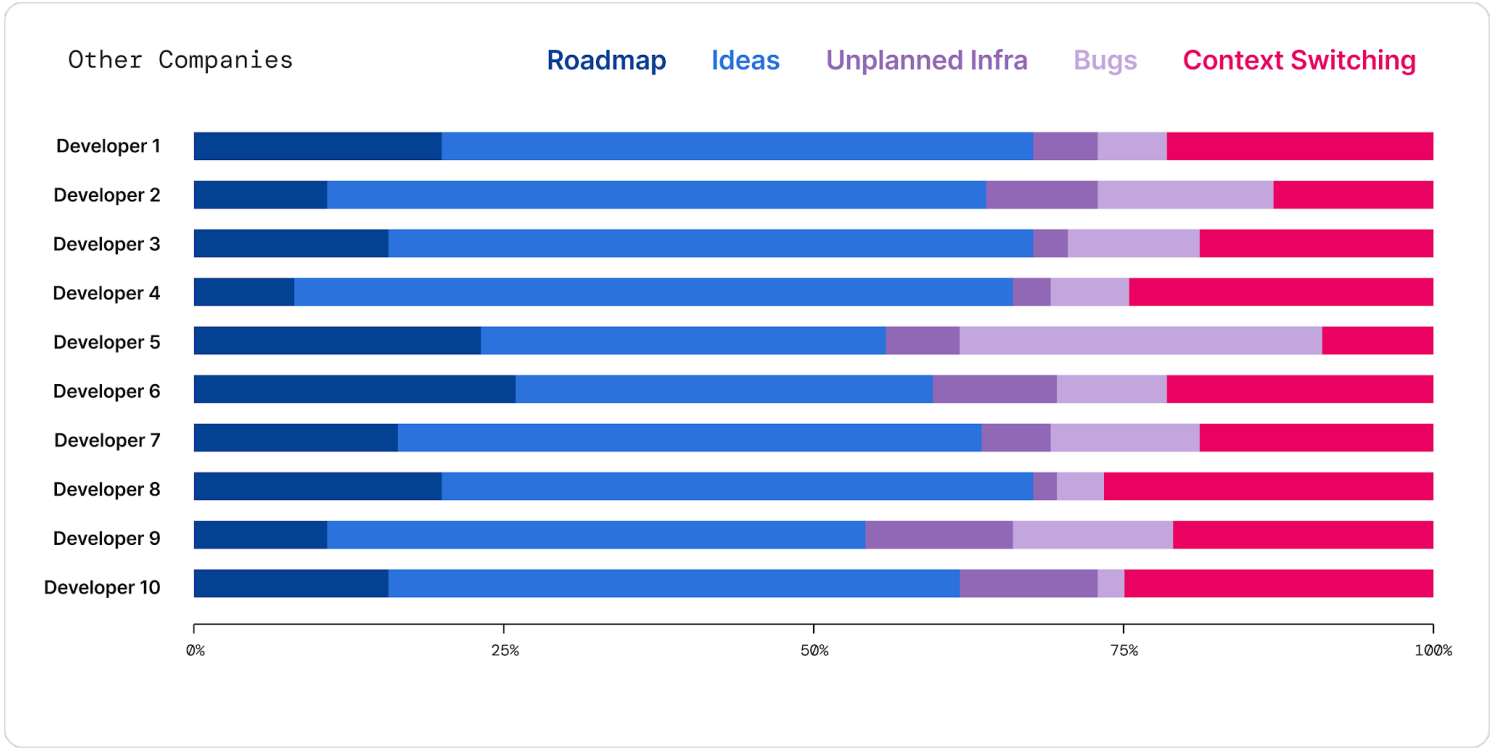
What Most Companies Do:

The Problem with the Old Operating Model:

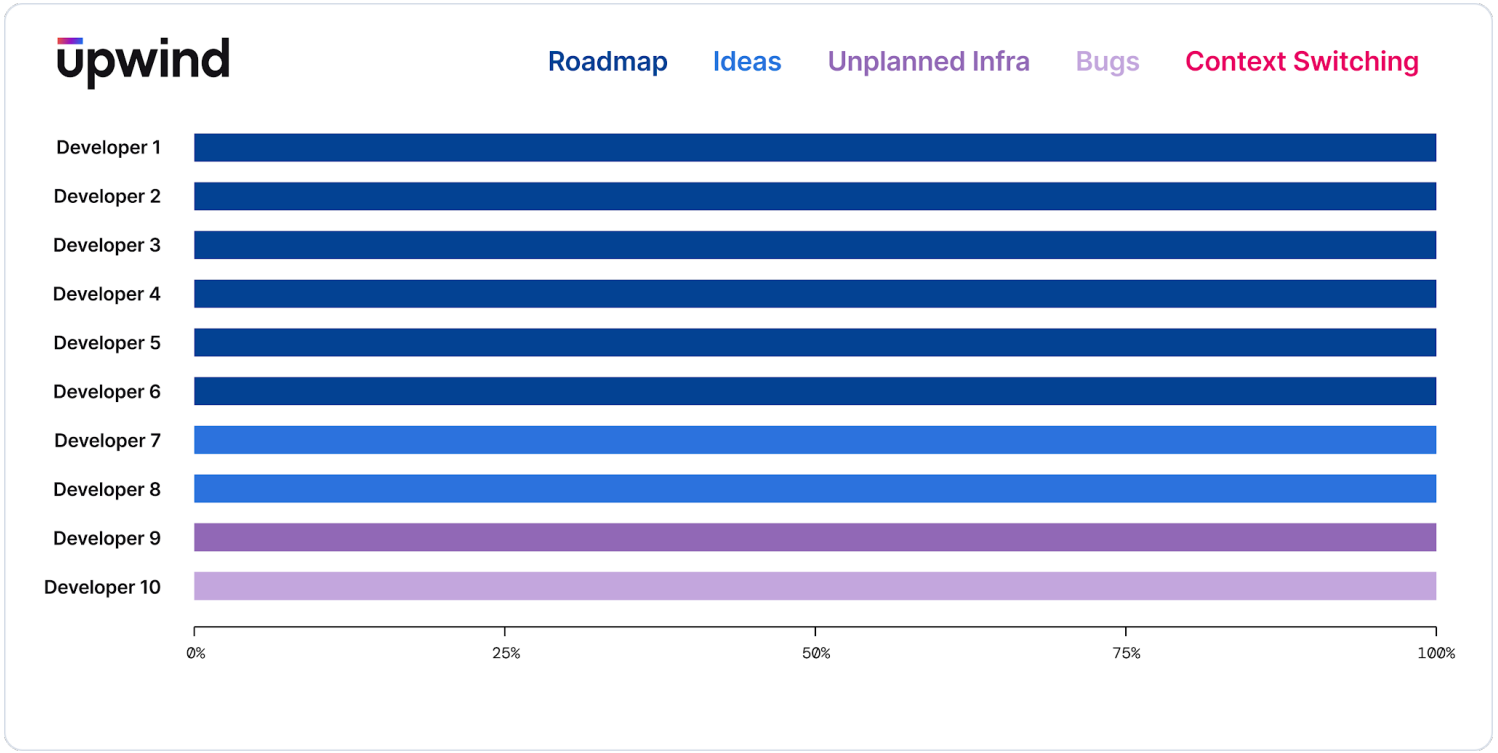
- Difficult to maintain flexibility & speed
- Fails to address customer problems
- Stifles innovation



How Should Your Engineering Culture Look?

Dedicated resources to four categories:

- Roadmap
- Ideas
- Unplanned Infrastructure
- Bugs



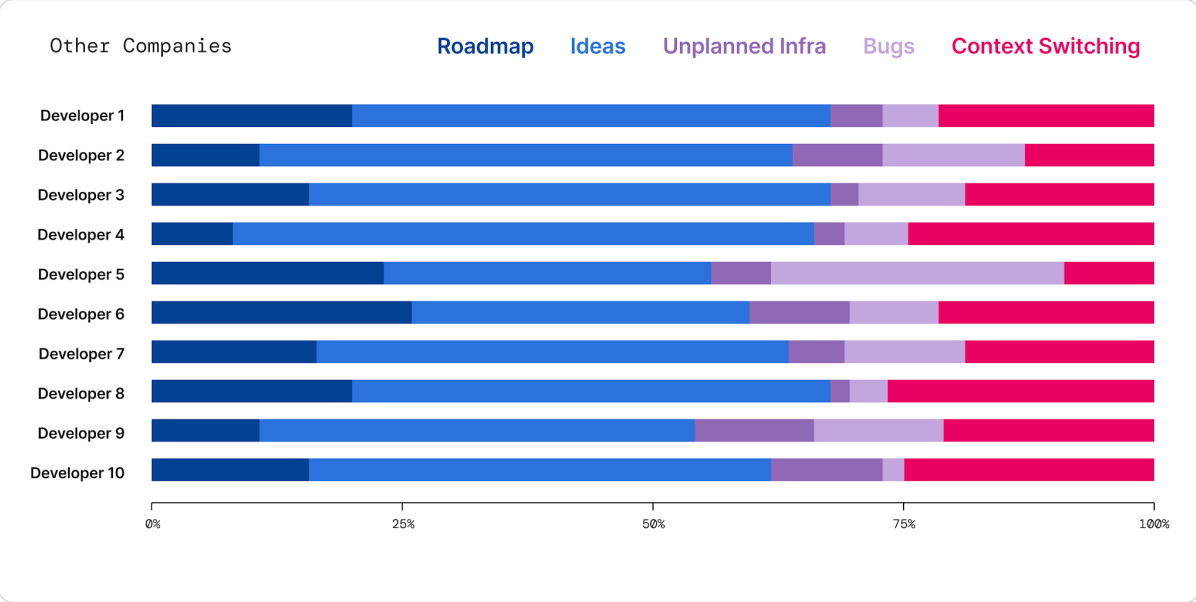
How Upwind Allocates Engineering Resources:
(% of Staff Allocations)

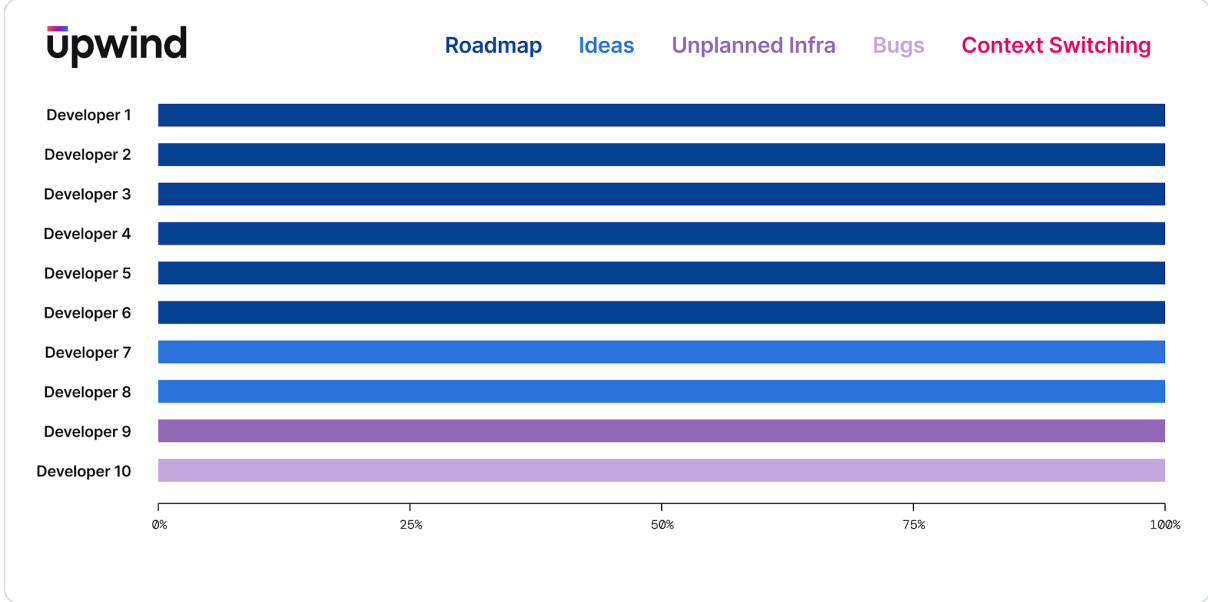
Roadmap
(65%)

Ideas
(30%)

Unplanned Infra & Bugs
(5%)

The Old Model vs The New Model





How To Apply What You Learned Today

Move Fast

Evaluate your company's ability to pivot & encourage innovation

Be Customer Driven

Discover if your organizational has a clear, updated understanding of customer pain points

Fail Fast

The future belongs to companies who innovate

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Thank You

For more information:

Visit upwind.io